"An Empirical study on Work-Life Balance of Employees working in the Pharmaceutical Industry with reference to District Solan (H.P.)"

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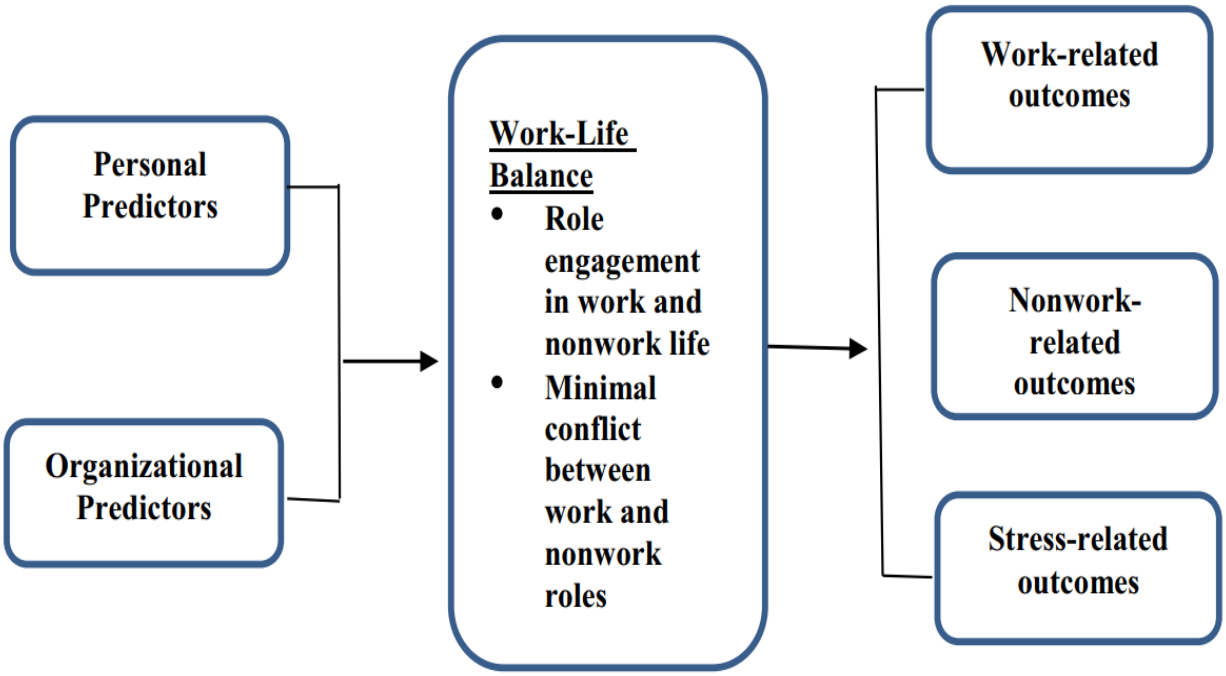
Introduction

Work-life balance refers to the equilibrium or harmony between one's personal life and professional commitments. It involves effectively managing time and energy to fulfill responsibilities both at work and outside of work, such as family, hobbies, health, and social activities. Achieving work-life balance is essential for maintaining overall well-being, reducing stress, and improving productivity and job satisfaction. Some major key aspects of work-life balance and strategies to achieve it are establishing boundaries, prioritizing tasks, managing time effectively, taking breaks, communicating with employers, prioritizing self-care and setting boundaries.

Work-life balance regulations altered employees' attitudes and views of organizational commitment, job stress, job happiness, absenteeism, and turnover, **Lazar *et al***. (2010). Workplace culture should determine how work-life balance is promoted at all organizational levels, **Suki and Jawaharrani** (2011). Employers should design their policies to support workers in striking a balance between their personal and professional lives, **Pandu, Balu, and Poorani** (2013). Employees who have a good balance between their work and personal life are more likely to be productive and show higher job satisfaction, and this balance also contributes to lower turnover rates and reduced absenteeism, **Delecta** (2011). Work-life balance is a multidimensional construct, including time balance, involvement balance, and satisfaction balance, and it emphasize that not only the quantity of time spent in various roles matters, but also the quality and the sense of fulfillment derived from engaging in these roles **Grzywacz and Carlson** (2007). The importance of work-life balance in high-stress professions, such as healthcare, finding that a lack of balance leads to burnout and lower job satisfaction, **Shanafelt *et al***. (2012).

Work-life balance would be maintained by establishing clear boundaries between work and personal life. Defining specific work hours and trying to disconnect from work-related tasks during non-work hours would help in maintenance of balance in professional and personal lives. Identifying priorities both at work and in your personal life and focusing on completing high-priority tasks first and delegating, or eliminate less important tasks, when possible, helps in increasing productivity. Using time management techniques such as creating to-do lists, setting goals, and using tools like calendars or task management apps to organize your schedule and prioritize tasks. Incorporating regular breaks into your workday to rest and recharge. Breaks can help improve focus, creativity, and overall well-being. Discussing work-life balance expectations with your employer or supervisor and be open about your needs, limitations and exploring flexible work arrangements or adjustments to your schedule if necessary, and prioritizing self-care activities such as exercise, relaxation, hobbies, and spending time with loved ones also helps in maintenance of work-life balance. Taking care of your physical and mental health is essential for maintaining balance and resilience. Setting boundaries and learning to say no to additional work or commitments when your plate is already full, and avoiding overcommitting yourself and prioritizing tasks based on their importance and impact helps in timely completion of work. Taking regular breaks from technology

and screens, especially outside of work hours, limiting your exposure to work-related emails or messages during evenings and weekends to create space for relaxation and personal activities would help in work-life balance.



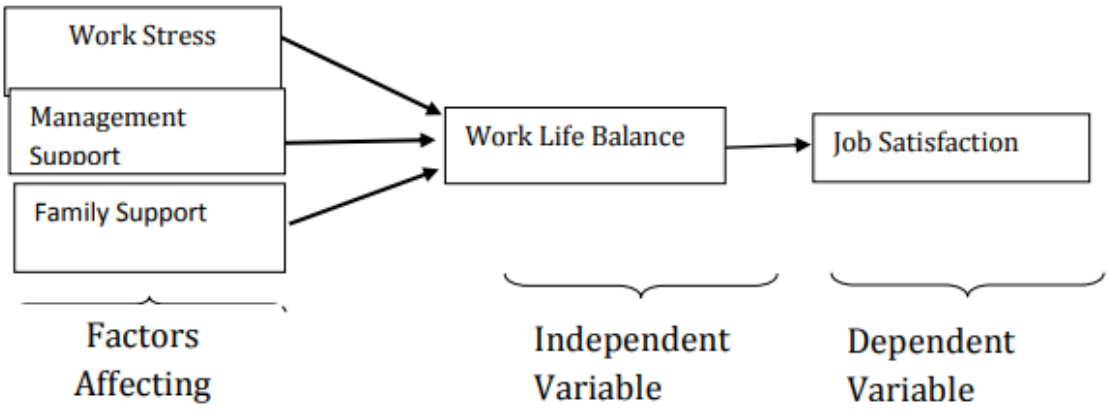
Source: Sirgy and Lee (2017). Work-Life Balance: An Integrative Review. Applied Research in Quality of Life. 13. Page 233.

Figure 1

According to **Greenhaus and Allen** (2011), work-life balance is crucial for organizational commitment and employee performance. They argue that supportive workplace practices like flexible working hours can mitigate work-life conflict. Similarly, **Kossek, Baltes, and Matthews** (2011) stated that when employees have control over their work schedules, they experience less work-life conflict, leading to better health outcomes and job performance. Similarly, **Clark** (2000) defines work-life balance (WLB) as a satisfactory level of involvement or "fit" between the multiple roles in a person's life, emphasizing that maintaining this balance is critical for reducing work-family conflict. According to this view, boundary management, where individuals set clear boundaries between work and non-work domains, is a key factor in achieving WLB. Also, **Kalliath and Brough** (2008) state that work-life balance encompasses a broad range of considerations, including time spent at work versus time spent on personal and family life, personal control over working hours, and the degree to which work schedules accommodate personal needs. They highlight the importance of autonomy in managing work-life boundaries for better well-being. **Kumar and Chakraborty** (2013) found that work-life balance is directly linked to employee engagement and organizational commitment. Their research shows that organizations offering flexible work

arrangements, family-friendly policies, and support for work-life integration often experience enhanced employee motivation and loyalty. Social and organizational support plays a vital role in achieving work-life balance. She emphasized that access to family-friendly policies and managerial support helps employees reduce work-family conflict, especially for working parents who juggle multiple roles, **Voydanoff** (2004). The impact of technological advancements on work-life balance and found that while technology allows for greater flexibility, it also leads to the blurring of boundaries between work and personal life, sometimes exacerbating stress. They suggest that managing technology use is key to sustaining a healthy WLB, **Panda and Radhakrishnan** (2017). The bidirectional nature of work-life conflict, identifying that work can interfere with life, and life can interfere with work, **Frone** (2003).

Achieving work-life balance is an ongoing process that requires self-awareness, prioritization, and effective time management. By implementing these strategies and making conscious choices to prioritize both work and personal well-being, individuals can achieve greater balance and fulfillment in their lives. The ability to manage one's responsibilities towards one's job, family, friends, and self is known as work-life balance. A well-executed work-life balance plan lowers stress and improves employee job satisfaction while boosting output. Every person's profession plays a crucial role in their lives. Careers are governed by opportunities and obligations, just as there are chances and responsibilities in life. The culture of the organization and factors pertaining to the job are key factors in achieving work-life balance. Employee job satisfaction can be attributed to a positive work environment and greater career opportunities, which can lower stress levels and increase motivation to fulfil personal and professional obligations.



Source: Shantha (2019). The Impact of Work-Life Balance on Job Satisfaction: With Special Reference to ABC Limited in Sri Lanka. Volume 3, Number 6, page 100.

Figure 2

Solan District of Himachal Pradesh

Solan, a district in the state of Himachal Pradesh, India, has seen notable industrial development over recent decades, alongside its reputation as an agricultural and tourism hub. Solan, often referred to as the "Mushroom City of India" due to its thriving mushroom farming, has a unique position both geographically and economically. Located between Shimla and Chandigarh, Solan's accessibility has played a crucial role in its industrialization. Solan's industrial growth is influenced by the state's policies and the geographical advantage of its location near major urban centers. The district has a range of industries, including manufacturing, pharmaceuticals, and food processing, and has been identified as a key area for industrial promotion by the Himachal Pradesh government. Solan's Baddi-Barotiwala-Nalagarh (BBN) industrial area is one of the largest pharmaceutical hubs in Asia, hosting numerous national and international pharmaceutical companies like Cipla, Dr. Reddy's, and Glenmark. This industrial cluster contributes significantly to both the local economy and employment opportunities. Baddi, a town in the Solan district, has gained prominence as a major pharmaceutical manufacturing center. The Himachal Pradesh government, along with central government initiatives, offers incentives such as tax breaks and infrastructure support, which have attracted over 2,000 pharmaceutical units to the region. While not strictly industrial, Solan's tourism sector, especially in areas like Kasauli, contributes to the local economy. This has led to investment in hospitality infrastructure, creating a robust service industry parallel to manufacturing and pharmaceuticals. The Government of Himachal Pradesh has encouraged investment in Solan by developing the BBN area as an industrial corridor and implementing policies for ease of business, including online registration for industries, tax holidays, and transport subsidies. These efforts aim to position Himachal Pradesh, and particularly Solan, as a significant industrial hub while balancing environmental sustainability. Solan's industrial development, however, faces challenges such as environmental concerns, especially from pharmaceutical manufacturing, and the need for sustainable infrastructure. There is also an emphasis on creating a balance between industrial growth and maintaining the region's ecological health, given Himachal Pradesh's rich natural heritage.

Pharmaceutical Industry in India

The pharmaceutical industry in India is one of the largest and fastest-growing sectors in the country. India's pharmaceutical market is among the top five pharmaceutical markets globally in terms of volume and thirteenth in terms of value. The industry has been experiencing rapid growth, driven by factors such as increasing healthcare spending, a large population, growing middle class, and rising prevalence of chronic diseases. India is known as the "Pharmacy of the World" due to its significant contribution to the global generic drugs market. Indian pharmaceutical companies are major players in the production and export of generic drugs, supplying affordable medicines to both domestic and international markets. The Indian pharmaceutical industry is increasingly focusing

on biotechnology and Research and Development (R&D). Several Indian companies are investing in biopharmaceuticals, biosimilars, and novel drug discovery, aiming to enhance their innovation capabilities and competitiveness. The pharmaceutical sector in India is regulated by various government bodies, including the Central Drugs Standard Control Organization (CDSCO) and the Pharmaceutical Export Promotion Council of India (Pharmexcil). The regulatory environment is evolving to align with international standards and ensure the quality, safety, and efficacy of pharmaceutical products. India is a significant exporter of pharmaceutical products to various countries around the world. Indian pharmaceutical companies supply a wide range of products, including generic drugs, active pharmaceutical ingredients (APIs), formulations, and vaccines, to markets in North America, Europe, Asia, Africa, and Latin America. The Indian pharmaceutical industry has witnessed increased investments in manufacturing infrastructure, R&D capabilities, and strategic collaborations with domestic and international partners. These investments aim to strengthen the industry's competitiveness, expand market reach, and drive innovation. Despite its growth prospects, the Indian pharmaceutical industry faces several challenges, including pricing pressures, regulatory complexities, intellectual property issues, supply chain disruptions, and competition from global players. Addressing these challenges requires collaboration between industry stakeholders and policymakers to foster a conducive business environment and promote sustainable growth. Overall, the pharmaceutical industry in India plays a crucial role in providing affordable healthcare solutions, driving economic growth, and contributing to global health outcomes. With its expanding capabilities, innovation efforts, and export orientation, the Indian pharmaceutical sector is poised for continued growth and prominence on the global stage.

Pharmaceutical Industry in Himachal Pradesh

The pharmaceutical industry in Himachal Pradesh (HP), a state in northern India, has been growing steadily over the years. Himachal Pradesh has emerged as a prominent hub for pharmaceutical manufacturing in India. The state offers various incentives and favorable policies to attract pharmaceutical companies, including tax benefits, subsidies, and infrastructure support. Himachal Pradesh has several industrial areas and pharmaceutical clusters where pharmaceutical companies have established manufacturing facilities. Some of the major pharmaceutical clusters in HP include Baddi, Nalagarh, Solan, and Parwanoo. Himachal Pradesh is home to many pharmaceutical units, including both large multinational corporations (MNCs), and small and medium-sized enterprises (SMEs). These companies manufacture a wide range of pharmaceutical products, including generic drugs, formulations, APIs, and nutraceuticals. The pharmaceutical industry in Himachal Pradesh has significantly contributed to employment generation in the state. It provides employment opportunities to a diverse workforce, including skilled and unskilled workers, engineers, pharmacists, and scientists. Pharmaceutical companies in Himachal Pradesh are required to adhere to stringent quality standards and regulatory compliance. The state

government, along with regulatory bodies such as the Central Drugs Standard Control Organization (CDSCO), ensures that pharmaceutical manufacturing facilities maintain high-quality standards and adhere to Good Manufacturing Practices (GMP). Many pharmaceutical companies in Himachal Pradesh are engaged in exporting their products to international markets. These companies leverage HP's strategic location, conducive business environment, and connectivity to major ports and airports to facilitate exports. While the pharmaceutical industry in Himachal Pradesh has witnessed significant growth, it also faces challenges such as infrastructure limitations, logistic constraints, and competition from other pharmaceutical hubs in India. However, the industry continues to explore opportunities for expansion, diversification, and innovation to maintain its competitiveness. Overall, the pharmaceutical industry in Himachal Pradesh plays a vital role in the state's economic development, employment generation, and contribution to the healthcare sector. With ongoing government support, infrastructure development, and industry initiatives, HP's pharmaceutical industry is expected to continue its growth trajectory in the coming years.

Impact of Pharmaceutical Industry on Economy of Himachal Pradesh

The economy of Himachal Pradesh has been significantly impacted by the pharmaceutical sector. The presence of this industry has not only helped the state's economy flourish, but it has also created jobs, improved infrastructure, and advanced socioeconomic conditions in general. Today, the pharmaceutical sector makes up a sizeable portion of Himachal Pradesh's Gross State Domestic Product (GSDP). The state, especially the Baddi-Barotiwala-Nalagarh (BBN) industrial region, has emerged as one of India's principal centers for pharmaceutical manufacture. The industry has stimulated industrial expansion and broadened the state's economy, which was formerly mostly dependent on tourism and agriculture. Pharmaceutical businesses from both domestic and foreign markets have made significant investments in Himachal Pradesh. The state is a desirable location for manufacturing units because of its advantageous regulations, tax breaks, and industrial land availability. The economic expansion has been further expedited by this inflow of investment. Himachal Pradesh's pharmaceutical sector has produced a sizable number of jobs. The BBN region and other regions of the state have seen the employment of thousands of skilled and semi-skilled laborers in manufacturing facilities. This has decreased labor migration to other states and given the local populace steady employment options. Indirect job opportunities have also been created by the industry. Supply chain management, logistics, and packaging are examples of ancillary industries that have expanded in response to the demands of the pharmaceutical industry. This has increased the region's job creation even more. The expansion of the pharmaceutical sector has made it necessary to build industrial infrastructure, such as power plants, highways, water supplies, and industrial parks. To meet the demands of the pharmaceutical industry, the state government has made investments in improving the industrial infrastructure in partnership with private investors. The surrounding areas have become more urbanized because

of the growth of pharmaceutical hubs. The rise in the number of professionals and workers in the business has led to a boom in the development of residential, commercial, and recreational real estate. The pharmaceutical business pays taxes, excise fees, and other levies that considerably increase the state's revenue. Investment has been aided by the tax breaks offered to the sector, such as exemptions from income tax and excise duty. But these rewards have also made sure that money is coming into the state coffers consistently. In Himachal Pradesh, many pharmaceutical businesses operate CSR initiatives. By enhancing access to vital services like healthcare, education, and sanitation, these programs have had a significant effect on the local community. Research and development (R&D) centers have been established in Himachal Pradesh because of the presence of pharmaceutical businesses in the state. By creating novel medications, formulations, and procedures, these centers add to the state's overall innovation environment. Additionally, the sector has promoted skill development in the area. Several training initiatives and partnerships with academic institutions have been launched in an effort to create a workforce with the skills required by the pharmaceutical industry. Environmental issues have also been highlighted by the pharmaceutical industry's increased industrialization. Waste management, pollution, and the effect on regional ecosystems are just a few of the pressing issues that require strict regulations and sustainable methods to address. Many state inhabitants now enjoy higher standards of living because of the industry's success. The region's general socioeconomic development has been aided by improved access to jobs, healthcare, and education. It is still difficult to guarantee adherence to strict legal requirements for both environmental sustainability and high quality. Cooperation between the federal and state governments is necessary to enforce laws without impeding the expansion of industry. The pharmaceutical sector in Himachal Pradesh is expected to increase in the future, provided that sustainable practices, technological innovation, and ongoing infrastructure and human capital upgrades are implemented. The Himachal Pradesh economy has seen a radical change because of the pharmaceutical industry. It has stimulated infrastructural development, expanded job possibilities, and diversified the state's economic basis. But to guarantee sustainability over the long run, environmental issues must be resolved and a balance between industrial development and ecological preservation must be maintained. Himachal Pradesh's pharmaceutical sector looks to have a bright future ahead of it, with room to grow and more integration into the world's pharmaceutical supply chain.

Review of Literature

A review of the literature provides a thorough overview and analytical evaluation of the scholarly literature and research that has already been done on a given subject. It accomplishes several goals in academic and professional research, such as emphasizing knowledge gaps, outlining what is currently known about a topic, and developing a theoretical framework for further investigation.

Renshaw (1976) studied the relationship between working lives and family lives of members of large corporations. Data was collected from a large multinational corporation from managers and their families who were under stress, international travel, extensive travel and job change to facilitate personal and organizational change. It was found that by considering organization and family systems as separate ones helped in response to stressful events. Also, it was found that maintaining organization-family boundaries also helped in handling stressful events at the organization. **Hall and Richter** (1988) conducted a study to investigate what organizations could do to foster effective management of personal and professional lives. It was highlighted that there should be flexible boundaries between work and home. It was noted that organizations were becoming more active in helping employees in managing their personal and professional lives effectively. For this, employees need to maintain clear boundaries between their personal and professional work. This would help in the maintenance of healthy employment relationships. **Ganster and Schuabroeck** (1991) summarized the literature on work stress emphasizing the studies that examined the effects of work stress on employee health. It was revealed that workload was not correlated to mental and physical health problems. Also, high job demands such as hectic pace and conflicting demands were not correlated with employees' health problems. **Hammer *et. al.*** (1997) investigated the impact of family and work-related factors on work-family conflict. It was discovered that the research variables and people's work-family conflict had substantial correlations. Additionally, there was a notable difference between the work-family conflict of males and females in terms of partners. Furthermore, it was discovered that crossover effects, as opposed to within-individual effects, explained a sizable portion of the variance in work-family conflict. **Grywacz and Marks** (2000) applied ecological theory to create a more comprehensive understanding of the work-family interface and to find important correlations between various aspects of work-family spillover. It was discovered that there were different work-family experiences for negative, positive, and negative spillover from work to family as well as positive and negative spillover from family to work. There was less negative and more positive spillover between work and family when certain work and family characteristics (such decision latitude and family support) were present. **Clark** (2000) presented the work/family border theory, a novel approach to the balance between work and family. The idea examined the ways in which work/family balance was influenced by border-crosser engagement, border-creation and management, and connections between border-crossers and others at work and at home. **Hill *et al.*** (2001) examined the impact on work-family balance of perceived flexibility in work schedule and location. After adjusting for gender, marital

status, paid and unpaid work hours, and occupational level, it was found that perceived employment flexibility was associated with an improved work-family balance. Businesses and individuals were found to benefit from perceived work flexibility. When given the same workload, people who felt their jobs were more flexible reported having a better work-family balance. The ability to work longer hours prior to workload adversely affecting work-family balance was also exhibited by employees who considered their jobs as flexible. **Byron** (2005) compiled the findings from over 60 research to ascertain the relative contributions of work, nonwork, and individual and demographic factors to work interference with family (WIF) and work interference with family (FIW). Work factors were shown to be more strongly correlated with WIF, while certain nonwork characteristics were found to be more strongly correlated with FIW. The relationship between WIF and FIW and demographic characteristics, such as an employee's marital status and sex, was generally poor. Certain demographic factors, such married status and sex, were found to be insufficient indicators of work-family conflict on their own. **Kanwar *et.al.*** (2009) studied the impact of work-life balance and burnout on job satisfaction. It was found that there was a positive relationship between work-life balance and job satisfaction. Demotivation, exhaustion, and meaninglessness were negatively related to job satisfaction. Level of job satisfaction was higher among male respondents in comparison to female respondents. **Brummelhuis and Van der** (2010) demonstrated that while the work-family culture of the organisation enhanced the performance of parents, it decreased that of singles. But when singles had access to flexible work schedules, their performance at work improved, while couples might benefit from the social support of their managers. **Tarrant *et al.*** (2010) analyzed the relationship of nurse executives on role conflict, role ambiguity, job satisfaction, and depression. Results indicated that the respondents had low to moderate amounts of role ambiguity, high levels of job satisfaction, low levels of depression, a negative relationship between role conflict and role ambiguity and job satisfaction, and a positive relationship between role conflict and depression. **Khattak *et al*.** (2011) revealed that job stress being the mediator, role ambiguity was negatively correlated with job satisfaction. They suggested that role ambiguity acts as a factor in increasing job dissatisfaction; role stressor should be controlled to increase the job satisfaction. **Bell *et.al.*** (2012) found that job threat stress and job pressure stress had negative relationship with work-life balance. Job threat stress and job pressure had positive association with work-life conflict. **Soltani *et al.*** (2013) investigated the effect of role conflict and role ambiguity on job stress level of employees by explaining the role of work-family conflict. It was found that there was a significant effect of role ambiguity on work-family conflict and job stress. Also, there was a significant effect of job stress on work-family conflict, but no effect was found regarding role conflict and work-family conflict. **Todd and Binns** (2013) found that inadequacy of work-life balance increases tension between managers. Also, the managers must implement work-life balance more effectively and organizational practices and social, economic, political context should be studied to strengthen the work-life balance strategies. **Kumari and Sangwan** (2015) found that there was a positive correlation between resilience capacity and work-life

balance. The main factors taken for studying resilience capacity were autonomy, sense of power, social competence, problem solving skills, and environmental protection factors. **Ghosh** (2015) found that work-life balance was less affected by job satisfaction. Employees were not aware of job satisfaction, work-life balance. **Ainapur** (2016) found that work-life balance practices benefit everyone in the organization. It was suggested that work-life balance supportive policies would enhance autonomy and it would help in maintaining balance in personal and professional lives. **Yogeshwaran** (2016) found that stress affects both the work-life and personal life of the employees. Work stress affects both men and women. Work-life balance could increase productivity in the workplace and improve the work environment in general. **Twumasia and Gyensare** (2016) revealed that work overload had a significant positive effect on job stress. A positive correlation existed between work overload and job stress. Role conflict was also positively correlated with job stress. The role ambiguity was also positively correlated with the job stress. Employees perceived work overload as job stressors. **Ashtankar** (2016) found that work-life balance was out of control among the working women. And there was imbalance of work-life among working women. Stress was found to be highest among the women employees of police department and lowest among women of academic institutions. There was significant difference between work-life balance of women employees of different professions. Also, it was found that an increase in experience of women employees reduce their job stress level. **Das** (2016) reviewed the concept of occupational stress and its relationship with work-life balance. It was found that work overload, role ambiguity, role conflict, career development, emotional intelligence, organizational support, job engagement, and technology advancement were antecedents of job stress and work-life balance. Work-life balance had positive effects on employee's well-being, job satisfaction and overall quality of life. **Falstead and Henseke** (2017) demonstrated that although working remotely was linked to increased job satisfaction, organisational commitment, and well-being, these advantages come at the expense of increased workload and a harder time switching jobs. **Kanbur *et al.*** (2017) revealed that the role ambiguity had a significant negative effect on organizational identification. Role ambiguity was also negatively and significantly affecting the individual performance. Role conflict degree of employee has positive and significant effect on intentions to leave while the role conflict does not have any significant effect on organizational identification**.** **Julka and Mathur** (2017) concluded that usage of planning, organizing, and setting goals at work and home would help women in balancing professional and personal lives. Work for accomplishment of organizational and individual goals would help in career satisfaction. **Kshirsagar** (2018) found that lack of work-life balance led to rise in stress among the women. Women employees suffered in their health, relationships, and long-term employability due to long working hours. It was suggested that to improve the work-life balance among the employees, the organizations must adapt a work -life strategy and must try to create a friendly working environment. **Kelliher *et.al.*** (2019) explored the concept of work-life balance. It was highlighted that there is need to expand the ideas of work and life and it should include social groups, working environments, and life

worlds. The theory explored by them only explained partial view of work-life needs and experiences of the workforce. **Rao and Maseeha** (2019) found that to maintain work-life balance, organizations should define what work should be done and what standards should be attained. It was suggested that there should be a healthy working environment that would help employees to communicate their concerns. Also, regular feedback should be taken, and regular monitoring of performance should be done. **Talukder** (2019) found that work-family conflict and supervisor support were negatively correlated. Conversely, there was a negative correlation between work-family conflict and job satisfaction and work-life balance. The outcomes additionally demonstrated that job satisfaction and work-life balance had a favorable relationship with organizational commitment. **Gragnano *et al.*** (2020) revealed that workers considered health equally important as family domain of work-life balance. The work health balance affected the job satisfaction at high level as compared to work family balance. It was further suggested that work health balance is a crucial dimension while studying the work-life balance. **Kerdpitak and Jermsittiparsert** (2020) found that work stress and work-life balance had a significant relationship with the turnover intention that support the work-life balance impacting efficiency and affectively on employee performance in an organization**. Tomohiro** (2021) found that in comparison to pre covid time-period, leisure hours, time for household work and childcare hours got increased among both men and women. Men experienced more changes during their non-working hours. This change in non-working hours was temporary. Work from home improved life satisfaction and work-life balance of employees. **Okayasu *et.al.*** (2022) found that there was a negative relationship of work-self balance and married persons. A positive relationship was found between work-self balance and unmarried people. It was further found that there was significant difference among the organizational factors affecting work-self balance that differed by age group. **Kedia *et.al.*** (2023) found that employee performance was strongly correlated with work-life balance. Positive correlation between job satisfaction and work-life balance. Organizational commitment was favorably correlated with work-life balance. Control over work schedule and freedom in balancing their personal and professional lives helped employees to have more job satisfaction. Overall life and life satisfaction was positively associated with work-life balance. **Duan, Deng and Wibowo** (2023) found that use of digital technologies improved co-ordination and knowledge sharing between individuals, leading to better work-life balance and improved job performance. Also, communication and decision-making were also enhanced. However, work-life balance and job performance in digital work was not significantly affected by use of digital technology. **Cusipag *et.al.*** (2023) revealed that work-life balance was positively influenced by workspace and not with the attitude of students. Job satisfaction was found affected by workspace and not with attitude of students and full support from employer. Teaching online was positively associated with workspace and employer's support. Teaching online was not associated with student's attitude. **Limanta *et.al.*** (2023) found that there was a positive effect of work from home on work-life balance, job satisfaction and permanent telework. There was a negative effect of work from home on work stress.

There was a negative effect of work stress on job satisfaction. Job satisfaction had no effect on permanent telework. **Sandhya** (2024) found that such a framework would help organizations in formulating effective strategies even in COVID-19 pandemic situation. **Sari and Nugroho** (2024) found that work-life balance of working women was influenced by psychological well-being and family supportive supervision behavior. **Maharani and Tomara** (2024) found that no direct correlation between occupational stress and turnover intentions. There was a direct correlation between work-life balance and turnover intentions. Job satisfaction served as a negative mediator in relation to work-life balance and turnover intentions. **Sani and Adisa** (2024) found that leadership and work-life balance had significant impact on each other. It was found that many employees had gone above and beyond while performing their job duties to meet WLB goals. This extra effort was rewarded with permission to use WLB policies and procedures. These trust-based, non-contractual interactions place a strong focus on reciprocity. **Astuti *et. al.*** (2024) found that six factors namely, meaningful career, family obligations, diligent work, comfortable home, fun at work, and the way of being successful were the main factors of work-life balance.

Statement of Problem

While the rise of remote work, especially post-COVID-19, has been widely discussed, there is limited empirical research on its long-term impact on work-life balance. Numerous studies have been conducted on work-life balance in different sectors and industries. But there is a need to conduct an empirical study on work-life balance of pharmaceutical industry especially in District Solan of Himachal Pradesh so that a deeper understanding of work-life balance would help in developing more effective strategies to address its challenges, and ultimately improve the well-being of employees across various contexts. After extensive review of literature, it was found that very little research work in pharmaceutical sector with reference to work-life balance has been conducted so far in this area. Work-life balance is one of the most important areas of concern for improving the overall productivity of both the organization and individuals. Maintaining work-life balance helps an employee in attaining their mental and physical health leading to overall development. It clearly indicates that there is a gap that needs to be addressed through extensive review in the pharmaceutical industry. This motivated me to choose this topic for my research work.

Research Objectives

The objectives of this study would aim to understand the employees and their perception regarding the various aspects of work-life balance and the specific objectives would be established as follows:

1. To examine the internal and external factors influencing the work-life balance.
2. To study the prevalence of work-life balance problems among employees working in pharmaceutical companies.
3. To study the impact of work-life balance on job satisfaction.

Research Methodology

Research methodology is a guide through which aims to achieve its objectives. It would help us to formulate hypotheses, conduct pilot surveys, design analytical tools, and report the study. Research methodology delineates the methods and approaches employed to locate and evaluate data pertaining to a certain study subject. It's a method by which scientists plan their investigation to enable them to use the chosen research tools to accomplish their goals. It covers every crucial facet of research, such as the overarching framework for the study as well as the methodologies used for data collecting, analysis, and research design. These principles can aid in your understanding of research techniques, but you also need to appreciate the significance of selecting the appropriate methodology.

Sources of Data Collection

Both primary and secondary data sources would be used for the study. Data would be collected using questionnaires and secondary data sources like journals, articles, books, magazines, library, research publications available on websites, annual reports, etc. would be used.

1. **Primary Data Sources:** Primary data would be collected from the employees working in the pharmaceutical industry in Himachal Pradesh with the help of direct personal interviews, observations, discussions, and questionnaires.
2. **Secondary Data Sources**: secondary data would be collected from various sources such as reports of companies, books, journals, articles, magazines, websites and libraries. This would help in gathering extensive information. Moreover, Pilot survey would be done. This would help in gathering knowledge about the weaknesses of the questionnaire and to simplify the language of the questionnaire.

Tools of the Study

The data collected through the questionnaire would be analyzed by using various statistical and mathematical tools like percentages, mean, standard deviation, skewness, kurtosis, chi-square test, factor analysis, zero-order correlation, ANOVA, etc.

1. **Mathematical Tools:** It would be used to study the perception of employees working in the pharmaceutical industry about various aspects of work-life balance through percentages.
2. **Statistical Tools:** These would also be used to analyze the data.

a. **Arithmetic mean**: The arithmetic mean, commonly known as the average, is a measure of central tendency that is calculated by summing a set of values and then dividing by the number of values in the set. It is one of the most widely used measures to determine the central point of a data set.

b. **Standard deviation**: The most used dispersion tool is the standard deviation, which is often represented by the symbol "σ". The average square of the deviations' square root is what it is. It shows how far the group of scores is on average from the mean. A small standard deviation indicates a high level of observational uniformity.
c. **Chi-square test**: It is a test used to compare observed data with the expected data. It describes the magnitude of discrepancy between observed frequencies and expected frequencies. Its value is always positive.
d. **Factor analysis**: Factor analysis technique helps in data reduction. It is the technique used to group variables into factors based on the correlation between variables and these factors so determined are treated as new variables. These new variables are given names.
e. **ANOVA (Analysis of Variance):** ANOVA is the technique used for testing the differences among the means of population by examining the amount of variation within each of these samples, relative to the amount of variation within each of these samples.

Any other statistical tool required to achieve the objectives of the research.

Sample Size Calculation

Number of Pharmaceutical firms registered under the DIC offices of District Solan HP:

S. No.	Office in District Solan in HP	Number of Registered Pharmaceutical Firms
1.	SWCA Solan	59
2.	SWCA Parwanoo	15
3.	SWCA Baddi	255
4.	SWCA Nalagarh	49
Total		**378**

Source: Data as per information provided by Member Secretary of concerned SWCA offices via email dated 13th May 2024.

Table 1

Cochran's Formula 1977 for Finite Population

Cochran's formula, developed by William G. Cochran in 1977, is a widely used statistical method for determining sample sizes from a finite population.

$$n_{0.} = \frac{z^2 p(1-p)}{e^2}$$

where:

- n_0= the required sample size (if the population were infinite)
- Z= the Z-value (the number of standard deviations from the mean, corresponding to the desired confidence level)
- p = the estimated proportion of an attribute that is present in the population
- 1−p (the proportion of an attribute that is not present in the population)
- e = the desired level of precision (the margin of error)

However, when dealing with a finite population, the sample size n_0 calculated above needs to be adjusted. The adjustment is done using the following formula:

$$n = \frac{n_0}{1 + \frac{n_0}{N}}$$

Where:

n = the adjusted sample size for the finite population

N = the size of the population

Z^2	Z Score	1.96	3.84 $\{(1.96)^2\}$
	Confidence Interval	95%	
	Alpha divided by 2 (1-Confidence level)/ 2)		

Table 2

P		0.5
Error		0.05
Population Size		22428
A	n_0	384.14
B	1+ (n_0/ population size)	1.017
Sample Size (A/B)		**378**
Non- Respondent Sample (Sample Size * 5%)		**18.88385224**
Final Sample Size (Sample Size + Non- Respondent Sample)		**397**

Table 3

S.No.	Place of Units	No. of Companies	No. of Employees	Sample Size	No. of Companies
1	Baddi	255	16775	300	20 Companies (20*15=300)
2	Parwanoo	15	1136	24	2 Companies (2*12=24)
3	Nalagarh	49	2199	36	3 Companies (3*12=36)
4	Solan	59	2318	40	5 companies (5*8=40)
Total		**378**	**22428**	**400**	

Source: Data as provided by DIC office Nalagarh, DIC Office Baddi, DIC office Parwanoo and DIC Office Solan.

Table 4

Table Showing Sample size of Number of Companies

S.No.	Place of Units	No. of Employees	Ratio	Multiplying sample of 400 in ratio obtained	Sample Size
1	Baddi	16775	16775/22428=0.75	0.75* 400	300
2	Parwanoo	1136	1136/22428= 0.06	0.06*400	24
3	Nalagarh	2199	2199/22428=0.09	0.09*400	36
4	Solan	2318	2318/22428=0.10	0.10*400	40
		22428			**400**

Source: Data as provided by DIC office Nalagarh, DIC Office Baddi, DIC office Parwanoo and DIC Office Solan.

Table 5

Table showing sample size of number of employees from selected companies

Independent & Dependent Variables

Independent Variables:

- **Internal Factors of Work-Life Balance**: These represent the individual characteristics influencing how employees perceive and manage their work-life balance.
- **External Factors of Work-Life Balance**: These capture the organizational and environmental context that shapes work-life balance.
- **Work-Life Balance Problems**: Specific issues that arise from an imbalance in work and personal life, such as overworking and burnout.
- **Work-Life Balance Satisfaction**: The overall contentment with one's ability to manage work and personal life.

Dependent Variables:

- **Prevalence of Work-Life Balance Problems**: Measures the extent of work-life balance challenges faced by employees, particularly in pharmaceutical companies.
- **Job Satisfaction**: Reflects employees' overall contentment with their job, potentially influenced by their work-life balance

Variables to study the objectives

Objectives	**Variables**
To examine the internal and external factors influencing the work-life balance.	**Internal factors** like personal values and beliefs, personality traits, health and well-being, career orientation and ambition, self-management, time-management, family responsibilities, and personal interests and hobbies. **External factors** like work environment, work culture, job demands, role complexity, leadership, support from supervisor, organizational policies, technological advancements, economic and financial pressure, social expectations and cultural norms.
To study the prevalence of work-life balance problems among	Work-Life Balance Satisfaction, incidence of Burnout and Fatigue, frequency of Overtime, level of Job Stress, work-Life Conflict Incidence, absenteeism and Turnover Intentions, Health and Well-being Status.

employees working in pharmaceutical companies.	**Factors affecting work-life balance problems** would be Workload and Job Demand, role Complexity and Job Scope, shift Work and Irregular Hours, support from Management, availability of Work-Life Balance Programs, team and Work Culture, access to Childcare or Family Support, technological Accessibility and Expectations, Employee Demographics. Work-Life Balance would impact job productivity of employees, job satisfaction and psychological well-being.
To study the impact of work-life balance on job satisfaction.	**Independent variables** to study work-life balance are work-life balance satisfaction, work hours, overtime hours, work-to - family conflicts, life-to-work conflicts, flexibility in work shifts, burnout level. **Dependent variables** of job satisfaction are overall job satisfaction, satisfaction with work conditions, satisfaction with compensation and benefits, satisfaction with work relationships, and employee engagement.

Table 6

Proposed Model for Research Work

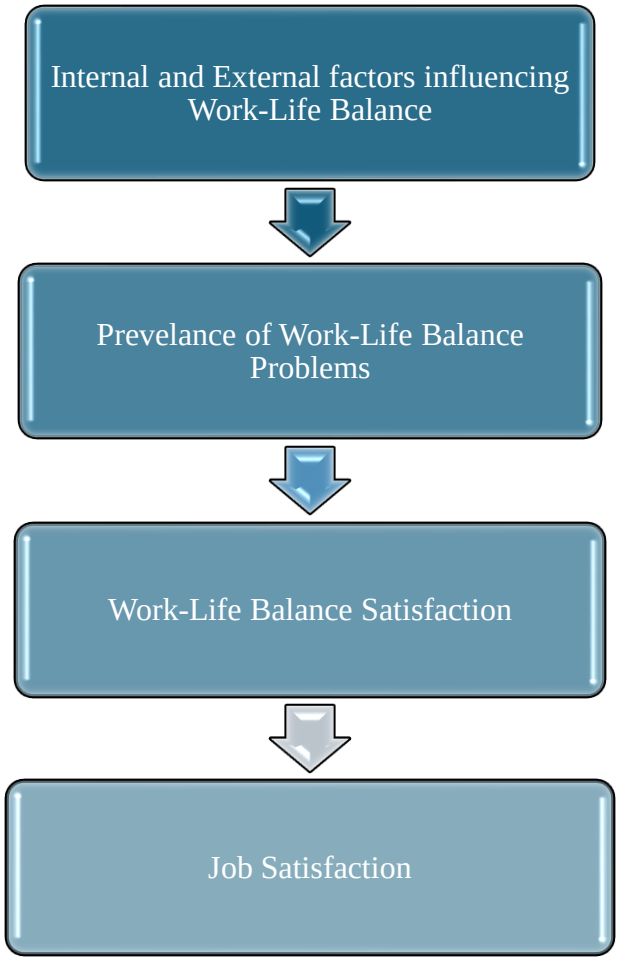

Internal and External factors influencing Work-Life Balance
Prevelance of Work-Life Balance Problems
Work-Life Balance Satisfaction
Job Satisfaction

Figure 3

Work-life balance (WLB) is influenced by a dynamic interplay between internal and external factors. Internal factors include personal values, time management skills, resilience, and individual goals, which shape how one prioritizes and perceives work and life responsibilities. External factors involve organizational culture, workload, flexible work arrangements, and support systems like family and childcare. When these factors are unbalanced, WLB problems often emerge, such as stress, burnout, and decreased productivity. The prevalence of WLB problems typically stems from a misalignment between these internal and external influences. This strain reduces WLB satisfaction, as individuals feel they lack the ability to manage both domains effectively. Over time, inadequate WLB satisfaction impacts overall job satisfaction, as people feel less fulfilled and supported in their roles. Conversely, when organizations address both internal and external factors—by fostering supportive cultures and providing resources—employees are more likely to achieve a balanced life. This balance enhances WLB satisfaction, reinforcing positive attitudes toward work, which ultimately leads to higher job satisfaction. A supportive environment and effective self-management thus mutually contribute to sustained job contentment.

Hypotheses Proposed

Hypotheses guide the research by specifying the direction and focus. They indicate what the researcher aims to investigate and measure. The following hypotheses would be analyzed in the study:

- **H_0**: Internal factors do not significantly influence the work-life balance of employees in the pharmaceutical industry.
- **H_a**: Internal factors significantly influence the work-life balance of employees in the pharmaceutical industry.
- **H_0**: External factors do not significantly influence the work-life balance of employees in the pharmaceutical industry.
- **H_a**: External factors significantly influence the work-life balance of employees in the pharmaceutical industry.
- **H_0**: There is no significant prevalence of work-life balance problems among employees working in pharmaceutical companies.
- **H_a**: There is a significant prevalence of work-life balance problems among employees working in pharmaceutical companies.
- **H_0**: Organizational culture in pharmaceutical companies do not significantly affects the prevalence of work-life balance problems among employees.
- **H_a**: Organizational culture in pharmaceutical companies significantly affects the prevalence of work-life balance problems among employees.
- **H_0**: There is no significant relationship between work-life balance and job satisfaction.
- **H_a**: There is a significant relationship between work-life balance and job satisfaction.

Scope of the Study

The scope of this research encompasses an in-depth examination of the work-life balance dynamics among employees in the pharmaceutical sector. It would be limited to Solan District of Himachal Pradesh. For this purpose, the data regarding the number of pharmaceutical industries in District Solan have been collected from SWCA (Single Window Clearance Agency) Solan, SWCA(Single Window Clearance Agency) Parwanoo, SWCA (Single Window Clearance Agency) Baddi and SWCA (Single Window Clearance Agency) Nalagarh. The study aims to analyze both internal factors, such as organizational culture, management practices, and employee engagement, and external factors, including family responsibilities and regional economic conditions, that influence work-life balance in these specific areas. It will assess the prevalence of work-life balance challenges faced by employees across various pharmaceutical companies, identifying common issues such as excessive working hours, stress levels, and the lack of flexible work arrangements. Furthermore, the research will investigate the correlation between work-life balance and job satisfaction, aiming to understand how the ability to maintain a healthy work-life balance impacts employee morale, retention, and productivity in these regions. Ultimately, the findings will provide valuable insights for industry stakeholders and policymakers to develop strategies that enhance employee well-being and satisfaction within the pharmaceutical sector. This research work would help pharmaceutical companies to keep their employees satisfied and happy. Managers may get relevant knowledge to implement the system to reduce the anxiety, stress by balancing the family life and work life of the individual in the pharmaceutical industry as its regards to employee level of motivation and performance.

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Scheme of Chapterization

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